

KENT COUNTY COUNCIL – RECORD OF DECISION

DECISION TAKEN BY:

Brian Collins, Deputy Leader and
Cabinet Member for Finance

DECISION NUMBER:

26/00040

Executive Decision – key**26/00040 – Oracle Cloud Programme**

Decision:

As Deputy Leader and Cabinet Member for Finance, I agree to:

1. **APPROVE** the allocation of £7,562,446 from the flexible use of capital receipts to fund the remainder of Phase 2 of the Oracle Cloud Programme until February 2027
 2. **DELEGATE** authority to the Corporate Director for Growth, Environment and Transport, in consultation with the Director of Technology, and with the Deputy Leader, to take relevant actions, including but not limited to, negotiating, finalising and entering into contracts or other legal agreements, as necessary to implement the decision.
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Reasons for decision:

To finalise the replacement of the legacy Oracle application. Phase 1 was implemented in August 2025 and replaced the Council's previous Finance and Procurement system. Phase 2 will deliver the replacement HR And Payroll function and is still in final stages of testing. Phase 2 is expected to go live later in financial year 2026/27.

How the proposed decision supports the Council's Strategic Statement:

Aim 2 of the current Strategic Statement '*Reforming Kent 2025-2028*' includes the objective 'Make every penny count, using a common sense approach and DOLGE to find efficiency savings and income generation opportunities'.

Financial implications:

Additional funding of £7,562,446 is required to complete the implementation of the Oracle Cloud Programme.

The funding is to be taken from the flexible use of capital receipts. The funding is already identified.

This level of funding is forecast as sufficient to meet the requirements of the programme delivery, whilst also maintaining a suitable figure within the IT Reserve to fund other priority digital programmes.

Legal implications:

There would be significant legal implications associated with the risks of not concluding the Oracle Cloud implementation.

Equalities implications:

An Equalities Impact Assessment (EqIA) has been undertaken and identified minor impacts on some staff that may have additional requirements when navigating a new system. These are simply mitigated through additional support and guidance being available for colleagues that require it.

Data Protection implications:

A Data Protection Implication Assessment (DPIA) is required for Phase 2 and this will be submitted once the testing has concluded and the build solution is finalised.

Cabinet Committee recommendations and other consultation:

The proposed decision was considered by the Policy and Resources Cabinet Committee on 2nd July 2026. The recommendation was unanimously approved at committee.

Members did seek assurance that the requested budget allocation would be sufficient. The Committee was advised that Delivery controls and Cabinet Member oversight had been strengthened on the programme.

Any alternatives considered and rejected:

The Oracle Cloud Board has been proactive in the approach to managing the issues faced and a number of options have been considered.

Given the severity of the risks faced if the programme is not finished, demobilising the programme is not considered an option.

An expert third party strategic review was commissioned to highlight programme and governance amendments to guide and strengthen the delivery of the final phase. The recommendations of this review are being implemented with the oversight of the Oracle Cloud Board.

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:



30.07.2026

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Signed

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Date